

Evening Public Ledger

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Philadelphia, Thursday, September 30, 1920

A FOUR-YEAR PROGRAM FOR PHILADELPHIA
Things on which the people expect the new administration to concentrate its attention.

WHY THE DELAY?
The citizens' committee which helped the Board of Education out of its loan difficulties is contemplating disbanding.

THE BRIDGE GO-OFF
RALPH J. MODJESKI, chairman of the board of experts to prepare plans for the Delaware bridge, makes the following announcement that the work can be completed in five years.

CROOKED PRIMARY PRIVILEGES
A SINGULAR interruption of legal machinery for redress in contested elections is disclosed in the refusal of the Supreme Court of Pennsylvania to consider the case of Charles Delany, who asserts that he was deprived of fraud of the Republican nomination for representative of the Third congressional district of this state.

A "LADY OF THE LAND"
WIDOWED WILSON is still our President and I will stand for him. Attention may be profitably directed to the source of this declaration.

WATER-ROUTE NECESSITIES
MAYOR MOORE has selected an admirably representative delegation to take part in the thirtieth annual convention of the Atlantic Seacoast Waterways Association in Atlantic City next week.

It is obvious the opportunities for interlunar water-course betterment in the Atlantic seaboard region are almost inexhaustible, and that the establishment of adequate routes will stimulate, safeguard and reduce the cost of our domestic commerce.

Mr. Moore devoted much of his time in Congress to this theme, but despite his energy some of the most elementary steps in accomplishment have lagged. The federal government has, for instance, assumed control of the Delaware and Chesapeake canal, but the channel remains shallow, the waterway inconveniently narrow and its commerce in a state far beneath its deserts.

THE PRICE TO BE PAID FOR THREE VOTES IN COUNCIL
The Loan Ordinance Cannot Be Passed Without Making Concessions to the Minority Faction

THE failure of the Council to pass the \$30,000,000 loan ordinance on Tuesday delays but does not defeat the project.

The men in charge of the city government know that it is their business to carry on. None of them is so blind to his own interests as to block public work on the importance of which all are agreed.

But they are all human and each wishes something done in his own way and at his own time. It was disagreement as to the manner and time of doing certain things that caused the tying up of the loan ordinance.

The Mayor charges the men who disagreed with him with "legislative sabotage." This is not a conciliatory expression. Whether it is descriptive is a matter of opinion.

There are two facts that must be reckoned with. The first is that the charter provides that a two-thirds majority is needed to pass a loan ordinance. There are twenty members of the Council at the present time, with one vacant seat. Two-thirds of twenty as well as twenty-one is fourteen.

The second fact is that there are only eleven of the twenty members of Council who will follow the lead of the Mayor. If any loan ordinance is to be passed it must receive the votes of three councilmen who belong to the political faction which did its best to prevent the nomination of Mr. Moore.

We have in effect two parties in the Council, although all the councilmen are nominally Republicans.

As the minority party is aware that no loan ordinance can be passed without the support of at least three of its adherents, it is not at all surprising that its leaders have asked that certain provisions satisfactory to them be made by the ordinance. It is a waste of breath to use it in discussing whether they ought or ought not to seek to have something to say about the uses to which the money raised by the loan is to be put. They do seek it and are not likely to provide the necessary votes until some concessions have been made to them.

The concessions which they asked on Tuesday cannot be defended in the form in which they were made. The ordinance provides for borrowing a lump sum for sewer extensions. The plan of the administration is to spend this money for sewers where they are most needed. It is the function of the director of public works to decide where.

The chief difficulty arises from the fact that the questioned ordinance is a non-binding primary for a national office. Had the actual election been in dispute, the federal House of Representatives itself could have pronounced judgment. Had the primary concerned candidates for a state or county office the laws of Pennsylvania on this subject could have operated.

As it is it is a violation of the laws of the validity or invalidity of Mr. Delany's claim, that no inquiry of questionable primaries for national offices can be held. The advantages given to the dominant forces in any particular party are obvious, as is also the need for some check on corrupt practices in the primaries.

Mr. Delany may or may not be a victim. In any event his protest invites attention to a serious omission in the election laws.

Not only is the earmarking of money for the Parker and Higler streets sewer asked, but it is sought to earmark part of the loan for playgrounds so as to reduce its expenditure within the area bounded by Columbia and Washington avenues, Broad street and the Delaware river.

One is just as indefensible as the other. The ordinance provides for money for playgrounds. It is to be spent according to the judgment of Director Tustin, of the Department of Public Welfare, supported by the advice of the board of directors of the city. The director's plans doubtless include playgrounds in the district in question. It may be that the greater part of the sum to be raised will be spent there, for it is a district in which population is congested and in which there are altogether too few open spaces. But it is inexpedient to tie the hands of any of the executive departments.

We do not know on what basis the compromise between the supporters of the Mayor and the opposition faction will be made. But that there will be a compromise is morally certain. If it can be reached this week, then the voters can pass upon the proposed loan at the November election. If negotiation are prolonged there will have to be a special election if the money is to be borrowed this year.

Such disagreement as exists is not over the expenditure of the money. It is over the amounts to be spent in some cases and over earmarking certain sums in other cases. If the Vars conciliates play politics, it cannot be said that the supporters of the Mayor are refraining entirely from holding

a hand in the same game. The Vars factionists are expected, when it comes to a final showdown on the loan bill, to meet the Mayor and his friends more than half way. And the Mayor, when he or his representatives in the Council come to a final decision, is expected to act in a more conciliatory manner than he talks. It would be easy to produce a dozen, but neither side wishes that; the Mayor least of all. So no one need be surprised if this afternoon it is announced that an agreement has been reached on the final form in which the loan ordinance is to be passed before the week ends.

BUSINESS AS A PROFESSION
NOT long ago even the wisest men used to say that business was business. What they meant was that business was a sort of rough-and-ready contact in which only the strong could or should win. The hard, old aphorism has lost its force. Business, in one sense, a process of co-operation. And it has become a profession in which wide understanding, finesse and a sensitive and seeing mind count heavily. An executive in any great industrial organization cannot go far unless he has a wide knowledge of the trends and impulse that govern and direct life in the world about him.

But what processes are best for the training of business executives? Technical training alone will not do because there is no known technique by which great masses of men can be kept invariably content and loyal. To undertake to supply finished executives to any business institution is to assume an extraordinarily difficult task. Lawyers begin in the schools. They get their real training at the bar. Physicians know little enough when they graduate from college. They acquire most of their skill in practice, though some of them would hate to admit this.

Similarly, it is in business, in contact with the variable human nature of his associates, that a business executive is trained and polished off. A man who knows only his business though he may know it every twist and aspect and difficulty, is not the best executive. The man who can unite technical knowledge of a thorough sort with an even greater and more penetrating knowledge of men is the one who goes far. And a knowledge of men is possible only to those who live among them and learn to have admiration for the strength and tolerance for the weaknesses that persist side by side in all people.

It is by emphasizing imagined differences between men who work and the men who direct them that you can create friction in business and obstruct the best plans devised for peace and efficiency. Naturally, then, the best place to train an executive is in the ranks. Business men of the old-fashioned type who put their sons at the very bottom of the ladder and then work their way upward by consistent effort, had the best system for the training of executives that ever has been devised. If, in the general system of training contemplated by Doctor Godfrey and the firms which are preparing to support his plan, students of modern business are permitted to work hard with the rank and file and thus learn all that executives need to know about the impulses that animate the large and intensely sensitive human element, we may see something good and new in the industrial life of the near future. But if executives-to-be are to be trained as a special class and given at the outset a disposition to aloofness and a consciousness of their own, they will certainly fail in every important emergency.

The more you know about men the surer you will be that all men want to be just and decent. The good executive of the future will be one who will learn more about men and permit men to know more about him.

SUBSTITUTES FOR A LEAGUE
A LEAGUE ISLAND work of construction has been started on what probably will be the most wonderful battleships in the world. The keels have been laid for the Constitution and the United States, vessels which will carry the names of fighting ships that helped in the old days to make our naval tradition glorious. And a look at the specifications that will be swiftly translated in steel and machinery shows that the question of naval preparedness is pretty well to the fore in the mind of Congress and the department.

When, only a few years ago, the super-dreadnought Pennsylvania was launched at Newport News it was supposed that the limit of achievement had been reached in men of war. Yet the Pennsylvania carries in her main battery only twelve fourteen-inch guns. Later, a little more than a year ago, when the Navy Department authorized the construction of super-dreadnoughts of 43,000 tons displacement, we were told that they had planned the biggest fighting ships. The Constitution and the United States are designed as cruisers. They will be of 45,000 tons displacement and they will not be slow like the super-dreadnoughts. They will be fast. They will have a speed of not less than thirty-five knots, which means about 43 miles an hour and they will carry main batteries of twelve fifteen-inch guns.

Vessels like the new Iowa cost about \$22,000,000. Cost estimates for the new cruisers have not been published. While statesmen argue, the country must be prepared. There is no other safe course. Within a few years even greater vessels may be on the ways. Sooner or later people who do not recognize a fact until it touches their pocketbooks may realize that it is rather idle to limit lightly the one sure plan advanced to limit international competitions of armament.

The big fish that got away has hobbled up again this time at Bowers Beach, Del. An angler looked it with a trout which was just about to land, and the shark was biting the line and making off with it. Having line, hook and sinker, it is now thought the shark will fish for trout in the approved way instead of robbing inoffensive fishermen.

The insistence of the Japanese Government that it has given no official consideration to the proposal that industrial Japanese come to this country to confer with representative Americans to seek means of adjusting the differences growing out of the proposed and Japanese law in California does not necessarily mean that it would disapprove of such a mission or that it is blind to the benefits that might accrue.

Proceedings at Brussels remind us that Germany will be admitted to the League of Nations when there is reasonable hope that she will observe the rules; and such assurance will be fairly well evidenced when she has fulfilled the terms of the peace treaty and not till then.

THE GOWNSMAN

The Return to College
THERE is no day such to the collegian as that on which he returns to college, back again to work and play, back again among the old associations, among his friends and fellows, on the dear old campus, which loyally makes to imagination's eye the most desirable spot on earth; in a word, back home once more. Hall, quadrangle, every nook and corner fill with glad young faces, and the corridors, dumb for weeks save for the hammers of repair, now echo again to happy voices. Hands shake hand or clasp an old chum heartily on the back. Groups gather and there is multiple talk of the jollities of vacation, the whereabouts of classmates not yet turned up, of arrangements for coming, of likelihood in sport—it is not good college form to discuss studies—and everybody is brown, buxom in the fine old meaning of that word, and happy. There is no day such to the collegian as that on which he returns to college.

LESS vocal in his elation is the newcomer, the freshman, harmless and necessary as Shakespeare's cat. His joy in putting away childish things in becoming a man, a collegian, is tempered by a certain becoming apprehensiveness. He knows that if he be wise in his generation he will keep his month carefully buttoned up and his eyes and his ears well open, that he may see what is to be seen and hear what it is proper that he should hear. Since the classic days of Master Verdan, the freshman's acquaintance with the procedures of college life has been theme for merriment and nagging, with the ebullition of hazing as an occasional result. We have gone many stridings in academic matters since those old times, however boyish mischief still breaks out wholesomely enough at times in the waggishness of the practical joke. This year we are given to understand that the upper classes at Pennsylvania, for example, have established a committee of information and welcome in order that the newcomer among the University's ten or eleven thousand students may be advised in matters in which he may need assistance. Members of these committees have not increasing rains at the stations to receive new arrivals. With an accretion of literally thousands of new students, some of them, in the professional schools, men of maturity, come seriously to work and not to play—even football—many of the members of these committees, a considerable proportion of them foreigners, the old type of Verdan green fades away into a curious irrelevance. The callow, presumptuous, impertinent youngster, the most invidious of whom, almost invariably, is being frequently and vigorously sat on, has almost—though not quite wholly—disappeared in our major colleges.

TO HIM who has spent long years in the classroom and laboratory administering to the needs of youth, the coming of the young idea such proficiency in gunnery as he may himself possess, the opening of another college year is much like the return of another spring—and spring, however we may have it, is never the same. For example, many of the things which have occurred in the past are now being repeated, but with a difference. Many are the leaves of Vallombrosa, each putting forth and full of promise. We know by the experience of years that some of them will fall early and immature, but that the trees on which they have borne fruit will in good time yield their accustomed fruit, and more, as they are properly tended and fostered. There is something touching to the elder man in this annual accretion of youth, the most of them, however, in considerable proportion of them foreigners, the old type of Verdan green fades away into a curious irrelevance. The callow, presumptuous, impertinent youngster, the most invidious of whom, almost invariably, is being frequently and vigorously sat on, has almost—though not quite wholly—disappeared in our major colleges.

CO-OPERATION between employer and employee as the permanent remedy for the ills of the industrial world is the aim of the Philadelphia Association for the Discussion of Employment Problems, says its executive secretary, A. J. Churchill.

The association, which embraces 100 firms, 250 executives and employment managers and nearly 1000 foremen and forewomen in the industries and business houses of the city," said Mr. Churchill, "aims to make a co-operative study and investigation into all the conditions that affect the human relation between employer and employee; to reduce labor turnover, stimulate production by the adoption of improved methods of recruiting labor, placement and training of labor, better factory conditions and the organization of educational betterment work in industrial plants and business houses."

Just at the present time we are approaching a critical point in our history. Bolshevism and unrest are the order of the day in various parts of the world. The battle of several centuries between labor and capital has reached the stage where one of the things may happen. Before the war labor accused capital of exploiting it and of dealing unfairly. During and since the war capital has charged that labor was arrogant and unreasonable and did not live up to its agreements and its cynical.

The question now is, will capital further organize as labor and try to retaliate for its treatment of the last five or six years, and suspicious labor grid its loins for battle and try to overthrow capital and become itself the autocrat of industry, or shall the two get together and decide on a plan of amicable relations and co-operation?

Public Is the Empire
In the meantime the great third party, the public, which is really the empire of the globe, cries a plague on both your houses. Like the empire in the great American game, he often gets his bumps from both sides.

The public is beginning to be realized by many industrial leaders as a big factor in the fight. All industries depend more or less on it for their support and expansion. Their stocks are on the market, and a great many of this same public are stockholders today.

An element that until recently was not so much considered has entered into this question of relationship and that is the human, personal element. Public opinion abolished the sweatshop, because it decided that goods produced in such a way were not the kind the public wanted to buy. Concerns nowadays are making a bid for this opinion as a selling point by paying very strict and comprehensive attention to the question of working conditions, morale among its employees, fair wages and scores of other personal details that did not used to be considered necessary.

It has been realized by many that struggle and misunderstanding are a solemn waste, loss of producing power and consequently of profits. Many have realized that an extra profit of, say, fifty or a hundred thousand dollars or more one year at the expense of their employees is likely to result, through discontent, in a corresponding loss at a critical time.

Another thing to be considered is the element of personal relationship between the owner of a business or industry and his officials and other employees. The association plans to secure a co-operative system whereby all the elements in the business will know and understand each other, where all their problems will be an open book to each other and where they shall meet at the same table and amicably adjust between themselves any differences that may arise.

Sharing With Employees
It is further hoped to show the advisability of making employee shareholders in the various businesses, so that they will feel that they actually have something at stake in the rise or fall of the business, and of making employees see that increased output and quality of product by virtue of more efficient, better contented labor will pay a fair profit as well as a larger share of the profits than with a less contented force.

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"AW, WHAT'S THE USE!"



NOW MY IDEA IS THIS!

Daily Talks With Thinking Philadelphians on Subjects They Know Best

A. J. CHURCHILL
On Solving the Labor Problem

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SHORT CUTS

September is disappearing in the smokes of burning leaves. Chicago grand jury proceedings make punk reading in Cincinnati.

It behooves every business man while prices are falling to watch his step. We have never known a woman brass enough to decorate a hat with a mouse.

Decreasing corn price is a cornucopia from which emerge cheaper hog products. With crops permitted to go to waste, the horn of plenty becomes the horn of a dilemma.

Well, Councilman Develin can't blame Mr. Burleson for the letters that were not delivered. Curiously enough, we are not filled with amazement at the fact that Mr. Limerick favors the Municipal Court project.

It has entered on its thirty-sixth academic year, and of course Bryn Mawr will make it a perfect thirty-six.

A City Council is a body that transacts business when it gets tired of playing politics; but the public invariably gets tired first.

A millinery expert announces that he thinks business will be good. "As women are less kind than men." In a millinery store, at least.

Perhaps the city's official cat is investigating the garbage which has accumulated in West Philadelphia because of its name, Strick.

When Mr. Develin "borders on the personal," friends of Justice Brown begin to wonder just what would happen if he cut across the border.

Bolshevists' anxiety to conclude a peace at Riga is probably not wholly unconnected with the fact that 60,000 Reds have joined Wrangel since June.

"Nothing like easy money may be looked for this year," says a financial letter from Chicago. Is it possible that the supply of suckers has run out?

It is the consensus of opinion among politicians that the people are so very much alive to the issues of the campaign that they need to be shaken up.

The public may work up a little sympathy for ball players who fell for the hook, but it will have none for the crook gamblers who played the part of tempters.

A junction of the armies of General Wrangel and Makno reported from a distinct standpoint ought to have a distinct and beneficial bearing on the negotiations at Riga.

Now that the Bergdoll defendants have been found guilty, perhaps some effort will be made to identify the man higher up who allowed Grover Bergdoll to chafe after his pot of gold.

The President may not have helped the Democratic party by his latest letter, but he has at least given a clear exposition of the aims and powers of the League of Nations in a set contingency.

There will be little use in protesting American workmen against the dumping of cheap European products into this country, but there is every evidence that she really is in negotiations for things she seems more valuable to her at this time.

What Do You Know?

QUIZ
1. How many nations are now members of the League of Nations?
2. What was the dominion of Poseidon in Greek mythology?
3. What is the original meaning of the word "mattress"?

4. Who is the present king of Denmark?
5. Who was Tintoretto and what was his real name?
6. What is "Tainany music"?

7. How were candidates for President of the United States nominated before the national convention method was adopted?
8. What are truffles and how do they grow?

9. Who wrote the poem "Curfew Must Not Ring Tonight"?
10. What is the name of the state in which the cabinet of President Roosevelt, 1905-1909.

Answers to Yesterday's Quiz
1. Eltham Palace, a seat of the Duke of Devonshire.
2. A controversy is an unlucky accident.
3. The word should be pronounced something like "tre-treng," with the last syllable sounded naturally and the last vowel "a" barely audible.

4. Franz Abt wrote the music of the song "When the Swallows Homeward Fly."
5. Napoleon III was the nephew of Napoleon Bonaparte. The father of Napoleon III was Louis Bonaparte, king of Holland and brother of the Great Barbary audible.

6. General Shafter was commander of the American troops at the battle of San Juan in 1898.
7. A state is entitled to the number of electoral votes equal to its total representation in Congress.

8. Lima is the capital of Peru.
9. General Favolle accredited with having come to the relief of the British troops, especially the Fifth Army, under General Buller, during the Boer war, in the great battle of Pieter'sburg. The offensive launched by Buller on March 21, 1900, was repulsed and the Boer reinforcement order on March 22.

10. An encomium is an expression of high praise or eulogium.

One Thing Lacking
From the Kansas City Times
Still, France cannot expect to enjoy the full benefits of the American system of government until she provides herself with a vice-president.

MY OWN
O. I. must answer to a name
And live upon a certain street;
Must bear the burden of my feet.

Still, when the night is dim and sweet,
In dreams I roam the silent hills;
Where ailes of shadow, vague with light,
Are petted soft with daffodils.

I foot it through the silver drake;
I shout aloud to hold and tree;
And all the while I know that I am free,
Oh, I must answer to a name.

And live upon a certain street;
But who shall take my dreams from me
Or keep my life from being free?
—Harold Lloyd

Another Vicious Circle
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Well, prices are going down and the consumer will save enough money to be able to contribute to the relief societies next winter.

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